



**BUSINESS  
COUNCIL OF  
TORONTO**

**CASE STUDY:**

# Conexus Indiana

How one state became a national leader in technology adoption



## The Problem

While productivity soared across the United States in the 2010s, it had flatlined in Indiana. The state ranked 37<sup>th</sup> out of 50 in technology investment per worker, and insufficient education and training across the state meant 85,000 jobs were going unfilled.

Indiana was already an established hub for advanced manufacturing and logistics (AML), with the highest concentration of workers in the region. However, without strategic investment in its advanced manufacturing technology to increase productivity, the state was falling behind fast.

## The Solution

It was time for private sector to lean in and take focused action. To enable that vision, Conexus was established by the Central Indiana Corporate Partnership - a group comprised of Indiana's prominent corporate CEOs, foundation leaders, and university presidents. Through Conexus, business leadership worked in partnership with government to catalyze a new approach to investing in productivity.

Conexus' was empowered to manage productivity-driven grant programs, like the Manufacturing Readiness Program, to allocate funding provided by the Indiana Economic Development Corporation, a public body charged with growing the state's economy and supporting the AML sector.

# The Manufacturing Readiness Grant Program

Launched in 2020, the Manufacturing Readiness Grant Program provides funding through matching grants to help companies invest in new technologies as part of “Industry 4.0” and the upskilling necessary to future-proof their workforce. This includes adopting machine learning, cloud computing, artificial intelligence and other smart systems to scale up production.

## Investing in Productive Capacity:

**27%**

went towards investing in **generation computer numerical control machines and automation**

**22%** advanced robotics

**10%** collaborative robots

**7%** technology for machine vision



## The Results

By making strategic investments in advanced manufacturing technology, the program not only helped individual businesses improve their performance, but demonstrated how derisking crucial investments can lead to adoption by other companies throughout the region. Two years after the program’s launch, the state saw significant investment in new manufacturing technology and scaled-up production.

Since 2020:

**526 grants**

issued worth **\$57 million USD**, with **\$813 million** in project budgets supported



Between 2020 and 2021, **budgeting for technology adoption** among participating AML companies **nearly doubled**

**26%**

**internal rate of return on investment** for participating companies



Almost all grant recipients attribute the funding to either **enabling, expanding or accelerating technology investment** at their company

